

**PENTAGON RENOVATION PROGRAM (PENREN)
SELECTION BOARD POLICY**

13 FEB 2001

OPR: Administrative Management Support Group

PMP No 01-05

1.0 REFERENCES.

- a. 29 U.S.C., section 501, Rehabilitation Act of 1973
- b. 29 U.S.C. 631, 633a, sections 12 and 1, Age Discrimination in Employment Act of 1967
- c. 29 U.S.C. 209, section 6 (d), Fair Labor Standards Act of 1938

2.0 APPLICABILITY. This policy applies to all managers, supervisors, and senior leaders assigned to, or employed by PENREN.

3.0 POLICY. One of the most critical managerial skills is the ability to determine whether or not a prospective employee can make a valuable contribution to our organization. The purpose of the PENREN Selection Board is to provide the Selecting Official a pre-screening process identifying the best qualified candidates based upon specific criteria and skill sets required of the vacant position. Once the pre-screening process is completed, the interview process allows the PENREN Selection Board to solicit additional relevant qualification information that has not already been assessed during the resume review process. The selection process no longer requires mandatory interviews, and managers may choose to interview some, all, or none of the candidates. However, it is still suggested that the best way to thoroughly evaluate highly qualified candidates is through the interview process.


4.0 RESPONSIBILITIES.

- a. The PENREN Program Manager shall:
 - (1) Determine the need for and/or ensure the formation of a PENREN Selection Board which is competent to assess the relative merit of applicants against the selection criteria in the job description;
 - (2) Appoint the Selection Board Chairperson; and
 - (3) Determine the Selecting Official for the position.
- b. The first line supervisor will chair the PENREN Selection Board will select two other government, PENREN colleagues to assist in the pre-screening and interview processes. The PENREN Selection Board members must be at the same or higher pay grade as the vacant position.
- c. The PENREN Selection Board members must be well prepared to ensure that the pre-screening interview processes are job-related and well documented. This may involve reviewing the position description and/or vacancy announcement as well as reviewing

and ranking each candidate's resume package, in order to prepare questions in advance. A sample matrix and a list of the most common questions asked on an interview are found at enclosures 1 and 2.

5.0 PROCEDURES. The procedures that constitute that PENREN Selection Boards' processes are in enclosures 3 and 4.

This policy is effective immediately. It will remain in effect until modified or rescinded.


Walker Lee Evey
Program Manager

Enclosures:
As Stated

SAMPLE MATRIX

POSITION:		GRADE:	
Candidates		Rating Level	
Last/First Name	Criteria	10-Highest to 1 - Lowest	Comments:
	1. Program Management		
	2. Personnel Management		
	3. Renovation Oversight		
	4. Project Execution		
	5. Performance Assessment		
	6. Inspection		
Insert Name of Candidate:			
	1. Program Management		
	2. Personnel Management		
	3. Renovation Oversight		
	4. Project Execution		
	5. Performance Assessment		
	6. Inspection		
Insert Name of Candidate:			
	1. Etc.		
	2. Etc.		
	3. Etc.		

The 25 Most Common Interview Questions

1. * Why are you interested in joining our organization?
Is there anything you would like to explain or change on your job resume?
3. * What makes you believe that you are qualified for the job?
4. What do you think you can do for us?
5. Have you ever worked as a (name of job) before?
6. What made you become a (name of job)?
7. What do you think would be the very best job for you?
8. * What would you like to be doing five years from now?
9. * Ten years from now?
10. * Tell me about yourself.
11. Have you had any special training for this job?
12. Tell me about the jobs you have had.
Which job duties did you like best?
14. Which job duties did you like least?
15. * Why should I hire you?
16. How do you fit the requirements for this job?
17. * What are your three greatest strengths for this job?
18. * What are your three greatest limitations for this job?
19. * How do you get along with people?
20. * What kind of people do you like to work with most?
21. * What kind of people do you like to work with least?
22. Why have you been out of work so long?
23. Why did you leave your previous job?

24. * Is there anything else about your work record that you think I should know about?

25. Are you still interested in working for us?

* Most "thought-provoking" common questions asked.

**PENTAGON RENOVATION PROGRAM (PENREN)
SELECTION PROCESS PROCEDURES**

1.0 SELECTION PROCEDURES.

a. This procedure covers the general PENREN principles to be followed when recommending selection of personnel, definitions, and the application of Merit Principles and prohibited personnel practices.

b. The following principles shall apply in the recommendations for selection of all vacancies within PENREN. Recommendations shall be based upon a systematic and careful assessment of merit.

(1) Prohibited personnel practices outlined in attachment 4.

(2) Job Opportunity Announcements (JOAs):

(a) The job description shall include selection criteria; (i.e., a description of the qualifications, experience knowledge, technical and interpersonal skills) which are necessary to carry out the duties of the job.

(b) The job description shall be available at the time of advertising the vacancy, and be provided to applicants on request.

(c) All PENREN JOAs will be filled competitively and open to all of Department of Defense (DoD) within the commuting area for a minimum of two weeks. No Permanent Change Of Station (PCS) funds will be authorized.

(d) All JOAs will be posted on the PENREN Bulletin Board.

c. Selecting the best candidate for the job:

(1) At minimum, the PENREN Selection Board will be comprised of the following:

(a) The chairperson for that particular PENREN Selection Board , and

(b) Two government colleagues of the same or higher grade than the vacant position, if possible one representative from Army Materiel Command, Information Management and Technology and another from within Washington Headquarters Services-funded staff.

(2) The PENREN Selection Board's justification and recommendation of the top three candidates for the filling of the vacancy shall be submitted to the second line supervisor, in writing, unless otherwise designated by the Program Manager. The second line supervisor is the Selecting Official, unless otherwise specified.

- (3.) The Selecting Official is responsible for the selection decision after consideration of the PENREN Selection Board's written recommendation. The Selecting Official may request an additional interview with the top candidates of his/her choose. The Selecting Official will make the final selection.

**PENTAGON RENOVATION PROGRAM (PENREN)
PROHIBITED PERSONNEL PRACTICES**

- 1.0 The PENREN Program Manager shall be responsible for the prevention of prohibited personnel practices, for the compliance with, and enforcement of, applicable civil service laws, rules, and regulations and other aspects of personnel management. Any individual to whom the manager delegates authority for personnel management or for any aspect thereof, shall be similarly responsible within the limits of the delegation.
- 2.0 Any manager who has authority to take, direct others to take, recommend, or approve any personnel action, shall not, with respect to such authority:
 - A. Discriminate for or against any employee or applicant for employment, on the basis of
 - (1) Race, color, religion, sex, or national origin;
 - (2) Age, as prohibited under Sections 12 and 1 of the Age Discrimination in Employment Act of 1967 (29 U.S.C. 631, 633a);
 - (3) Sex, as prohibited under Section 6(d) of the Fair Labor Standards Act of 1938 (29 U.S.C. 209);
 - (4) Handicapping condition, as prohibited under Section 501 of the Rehabilitation Act of 1973 (29 U.S. C. 791);
 - (5) Marital status, sexual orientation, or political affiliation, as prohibited under any law, rule or regulation;
 - B. Coerce the political activity of any person including the providing of any political contribution or service or take any action against any employee or applicant for employment as a reprisal for the refusal of any person to engage in such political activity;
 - C. Deceive or willfully obstruct any person to withdraw with respect to such person's right to compete for employment;
 - D. Influence any person to withdrawal from competition for any position for the purpose of improving or injuring the prospects of any other person for employment;
 - E. Grant any preference or advantage not authorized by law, rule, or regulation to any employee or applicant for employment (including defining the scope or manner of competition or the requirements for any position) for the purpose of improving or injuring the prospects of any particular person for employment;
 - F. Take or fail to take, or threaten to take or fail to take, a personnel action with respect to any employee or applicant for employment because of:

- (1) Any disclosure of information by an employee or applicant which the employee or applicant reasonably believes evidences: a violation of any law, rule or regulation; gross mismanagement, a gross waste of funds, an abuse of authority; or a substantial and specific danger to public health or safety, if such disclosure is not specifically prohibited by law, and if such information is not specifically required by Executive Order to be kept secret in the interest of national defense or the conduct of foreign affairs; or
- (2) Any disclosure to the Special Counsel or to the Inspector General of any agency, or another employee designated by the head of the agency to receive such disclosures of information which the employee or applicant reasonably believes evidences a violation of any law, rule, or regulation or gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety;

G. To take or fail to take, or threaten to take or fail to take, any personnel action against any employee or applicant for employment because of:

- (1) The exercise of any appeal, complaint, or grievance aright granted by law, rule, or regulation;
- (2) Testifying for or otherwise lawfully assisting of any individual in the exercise of any right referred to in subparagraph VIII (a);
- (3) Cooperating with or disclosing information to the Inspector General of any agency, or the Special Counsel, in accordance with applicable provision of the law; or violate the law;
- (4) For refusing to obey an order that would require the individual to

H. Discriminate for or against any employee or applicant for employment on the basis of conduct which does not adversely affect the performance of the employee or applicant or the performance of others; except that nothing in this paragraph shall prohibit an agency from taking into account, in determining suitability or fitness, any conviction of the employee or applicant for any crime under the laws of any State, or the District of Columbia, or the United States; or

I. Take or fail to take any other personnel action if the taking of or failure to take such action violates any law, rule, or regulation, implementing or directly concerning, the merit system principle contained in this paragraph.

3.0 This section shall not be construed to extinguish or lessen any effort to achieve equal employment opportunity through affirmative action or any right or remedy available to employee or applicant for employment in the civil service under;

A. Section 717 of the Civil Rights Act of 1964 (42 U.S.C. 2000e-16), Prohibiting discrimination on the basis of race, color, religion, sex or national origin;

Enclosure 4-2

- B. Sections 12 and 15 of the Age Discrimination in Employment Act of 1967 (29 U.S.C. 631, 633a), prohibiting discrimination on the basis of age;
- C. Section 6(d) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206 (d)), prohibiting discrimination on the basis of sex;
- D. Section 501 of the Rehabilitation Act of 1973 (29 U.S.C. 791), prohibiting discrimination on the basis of handicapping condition; or
- E. The provision of any law, rule or regulation prohibiting discrimination on the basis of marital status, sexual orientation, or political affiliation.